

Faculty Senate Minutes #262

John Jay College of Criminal Justice

May 11, 2004

3:00 PM

Room 630 T

Present (24): Desmond Arias, Marvie Brooks, Orlanda Brugnola, Effie Cochran, Edward Davenport, Peter DeForest, Kirk Dombrowski, Joshua Freilich, P. J. Gibson, Amy Green, Norman Groner, Judith Hawkins, Karen Kaplowitz, Gavin Lewis, Tom Litwack, John Matteson, Lorraine Moller, Ellen Sexton, Francis Sheehan, Liliana Soto-Fernandez, Thalia Vrachopolous, Alisse Waterston, Robin Whitney, Patty Zapf

Absent (14): Luis Barrios, Janice Dunham, Michele Galietta, Konstantinos Georgatos, Betsy Gitter, Heath Grant, Ann Huse, Max Kadir, Kwando Kinshasa, Evan Mandery, Joseph Napoli, Ayeley Sowah, Sung Ha Suh, Davidson Umeh.

Guests: Professors Chevy Alford, Ned Benton, Sandy Berger, Jane Katz, Maria Kiriakova, Richard Lovely, Gerald Markowitz, Mary Ann McClure, Jose Luis Morin, Bonnie Nelson, Maureen O'Connor, Fred Palm, Edward Paulino, Daniel Pinello, Catherine Rovira, Douglas Salane, Peter Shenkin, Timothy Stevens, Anya Taylor, Maria Volpe, Margaret Wallace, Agnes Wieschenberg, Susan Will, Katherine Wylie-Marques

Invited Guest: CUNY Chancellor Matthew Goldstein

Agenda

- 1. Invited Guest: CUNY Chancellor Matthew Goldstein**
- 2. New business**

1. Invited Guest: CUNY Chancellor Matthew Goldstein [Attachment A]

President Kaplowitz welcomed Chancellor Matthew Goldstein [Attachment A] and thanked him for accepting the Senate's invitation, especially given his extraordinarily busy schedule, which is even busier than usual because so many executive searches are taking place. Professor Ned Benton concurred and said it is always an honor to have the Chancellor here. Chancellor Goldstein said it is always good to be with the John Jay Faculty Senate, adding that he believes he spends more time with the John Jay faculty than he does at any other place.

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Professor Benton said that is the way the John Jay faculty want it. [The Chancellor and the faculty laughed. The faculty applauded.] President Kaplowitz also thanked the Chancellor for his praise of the John Jay faculty during his speech at the retirement dinner for President Lynch; she said his remarks were truly appreciated especially because he reiterated his praise for the John Jay faculty several times during that speech. She invited the Chancellor to address the Senate and the other faculty at today's meeting, adding that there is one question he might anticipate being asked.

Chancellor Goldstein [laughing] said he could not imagine what that question might be and then answered the unspoken question: he said he expects to recommend the next President of John Jay to the Board of Trustees on May 24. He is in negotiation and is not at liberty to speak about the matter but he promised that the faculty would not be unhappy when they learn who the President is. He said he has a particular affection for John Jay, he knows a number of the faculty here, he knows some of the work of the faculty here, he has been an admirer for a long time, and he knows how important it is for the faculty to have really strong leadership.

Chancellor Goldstein said John Jay could really do wonderful things if it has the right leader setting the tone, setting the direction, developing resources. He said he talks constantly at the University about core values. To him, the core values for John Jay are to continue to build the faculty and to migrate this College more toward baccalaureate and master's level instruction. He said there is just too much variance at John Jay and there has to be coalescing as to where the energy and resources are allocated. A commitment by the next President to do that is very important for him. Chancellor Goldstein said that as long as he has the ability to have some sway in some of these matters, he will continue to propose that these things be done. He thinks good things are ahead for John Jay and so he hopes to have a wonderful announcement on the 24th of May.

The Chancellor noted that as Karen said, there are other searches taking place and, indeed, there are seven other searches that he needs to have completed by June: four of the searches are for Presidents, one is for an executive vice chancellor, one is for a chief librarian, one is for a dean of a graduate school of journalism, and one is for the chief budget director of the University. In addition, very shortly the process will begin for identifying the next president of the Graduate School and University Center. So a lot is going on.

President Kaplowitz asked the Chancellor what his vision is for John Jay College that he will be communicating to the new President of John Jay. Chancellor Goldstein said he would tell the next President what he told the Search Committee when he gave the charge to the Search Committee. The Chancellor said he would like to see renewal in the liberal arts at John Jay. [The Senate interrupted with applause.] He said he thinks the new President will embrace a renewal of the liberal arts. He said he wants to see a lot more money being raised for the College: the University is just not going to get the resources, unfortunately, from this State and from this City that we need, he explained, and the opportunities for John Jay to receive federal subvention and foundation subvention are enormous. With the quality of the faculty here it is just remarkable, he said, that more attention has not been paid to that.

The College's new building will have a transformative effect, Chancellor Goldstein said, adding that although its completion is about four years away it is going to be an incredible facility. He said he would like to see admissions standards raised as John Jay becomes more and more a baccalaureate and master's degree granting institution and as the College segues more and more away from the associate degree programs. He said he is not saying to eliminate the

associate degree programs but that the College should move much more toward an upper division and master's level institution.

He would like to see admissions standards raised so that John Jay can attract able, promising students who will be challenged by what the curricula will require. Chancellor Goldstein said that John Jay, with all due respect to all the faculty, has been a little sleepy in certain areas. He thinks the College needs to be awakened and moved in this kind of direction. He said he knows everyone at the College is up to doing this and he sees no reason why the College can not accomplish those very basic goals.

President Kaplowitz said that as the Chancellor of course knows, we have never had a president from outside the College. She asked Chancellor Goldstein, given our lack of experience in this area, if there is advice he would give the faculty during this period of transition. Chancellor Goldstein called that a good question and replied that the new President is going to need a lot of help, particularly from the faculty. Explaining that the president will be one of two of the four finalists, he described the new President as someone not familiar with CUNY, adding that the new president is someone who will need time to develop some grounding in the culture of not only John Jay but of the City of New York and of the City University.

The University is a system and his theme, ever since coming back to CUNY as Chancellor [in 1999], is the Integrated University. Chancellor Goldstein explained that he believes in the Integrated University to his core. For him, the Integrated University is where we have the great opportunity to do wonderful things beyond what any campus is capable of doing by itself. The new president, Chancellor Goldstein added, will need to be introduced to that kind of principle and be helped by the faculty. The faculty knows the institution, its history, its underbelly and also its great potential. He said the faculty can be a great counsel to the president and he believes the president will be very receptive to that counsel. His advice to the faculty is to give the new president some time and to give him a little slack: he will slip a little, he will trip a little, he will make some decisions that may not be exactly the right decisions and that is the human condition, Chancellor Goldstein said, adding that that is all right; we learn from our mistakes. He urged the faculty to be helpful.

In further answering the question, Chancellor Goldstein recalled an incident that occurred when he had been president of Baruch for only three days. He and his wife stopped in Bloomingdale's to buy a birthday gift for his mother and as soon as they entered Bloomingdale's he immediately went into a somnambulistic state because he is not a great shopper. His wife picked out a gift and gave the sales clerk his credit card. The sales clerk, a young woman, looked at the credit card, looked over at him, looked at the credit card again, looked over at him again, and then, with her finger, beckoned him to come over to her. And so he went over and she said, "Are you the President of Baruch?" He said he was. And then she asked, "What are you going to do about those damned elevators!" And that was when he had been President for only three days! [The Chancellor and the faculty laughed.] And so, Chancellor Goldstein concluded, give the new President a little more than three days.

Senator Tom Litwack asked whether there are any ways the Chancellor thinks John Jay is not as integrated with the University as it might be? And he also asked the Chancellor whether apart from external funding, which the Chancellor already mentioned, there are areas in which he feels John Jay has been too sleepy? Chancellor Goldstein said he would have liked to have seen John Jay early on be a little more proactive in culling from its inventory of academic

offerings things that others in the University could do so that John Jay could do things better than anybody else in the system. That is what he meant, he said, about being sleepy. And when he says culling, he is speaking about the associate degree programs, he explained. He recalled that when he was President of Baruch, there was a culture at Baruch that no other campus should be permitted to have a BBA program, a stance which he had thought was nonsense and which had really made no sense to him. So when he came back as Chancellor he created an opportunity for other campuses to get BBA programs, that Baruch should not have a monopoly on those programs. He explained that the system had been tiered in terms of admissions criteria across the University, and thus Baruch would be able to concentrate on a cohort of students and, therefore, reinvent its own BBA Program to reflect that difference in student population. He said he thinks Baruch has been the beneficiary of that very basic strategy.

For him, John Jay, which is a wonderful jewel, and he said he is not going to pander to the faculty, but it is a jewel, could be buffed up a bit by letting other campuses in the University participate in some associate degree programs that John Jay now has a monopoly on and by concentrating on more baccalaureate programs, more programs in the arts that John Jay has not developed. It is about resource allocations. It is about giving up certain things that other colleges could do perhaps as well as John Jay could do, so that John Jay could do things that John Jay could do better than others.

That, he said, is going to require some boldness and it is going to require some care because there are financial implications that it is necessary to be very careful about. It has to be done thoughtfully and at the end of this process if he projects the future of John Jay in the world in which we live today, he would think that more and more students, very able students, would want to think about coming to John Jay for baccalaureate and master's and more advanced programs. And, he added, John Jay has to be in a position to accept students of a certain level of academic performance so that the faculty at John Jay does not have to compromise what they are doing in their classes and also so that John Jay attracts more and more of those students. So he would like to gradually see a shifting of John Jay more into that arena because the world is going to get more complex, not less complex, and John Jay's reputation really should be a great attractor for more and more students with exceptional ability who, perhaps, now are not thinking as much about John Jay and are making other kinds of decisions. He would like to see them make the decision to come here.

So it is going to take some care, he said, as to how to recalibrate what has been in existence since John Jay's founding so that the College can accomplish what he thinks is a worthy goal. That is what he means by sleepy: he means by sleepy that nobody said that this is what John Jay *should* do; it was very comfortable just to accept students so that John Jay could meet enrollment targets and meet revenue targets. But to him, that is not how you build a great institution; a great institution is not built by being very comfortable. You have to be willing to take some risks.

Chancellor Goldstein reported that a couple of weeks ago he gave the Phi Beta Kappa Lecture and his topic was "The Mathematics of Risk" and that he had emphasized how to really try to take intelligent risks and how one balances utility and so forth. On a practical, ground level basis this is what he thinks John Jay really needs to do with a strong President who has this kind of vision.

Senator Litwack said he read the most recent draft of the CUNY 2004-08 Master Plan and that the document, as he reads it, leaves open the possibility of particular *programs*, as well

as campuses, receiving flagship designation and, as he read the Master Plan, the program would not even have to be a cluster program, it could be a program unique to a college. He asked if he is correct in that reading. The Chancellor answered that he is absolutely correct, adding that this is something he feels very strongly about. He said when he was courted for the position he now holds there were members of the Board of Trustees, and the Governor, and the Mayor who wanted there to be one or two flagship campuses and he thought that was just wrong; it just did not make sense to him.

So, Chancellor Goldstein explained, he started talking about a flagship *environment* which has been the corner piece of his administration and he wants to continue to move in that direction. And so, yes, an individual campus could get a flagship program unique to that campus and there are financial implications for the better if a college is the recipient of a flagship designation for a program but there should also be a continuation of the cluster hirings. The Chancellor said he thinks John Jay should be much more of a player in this than it has been because he thinks that in the next round there will be more thinking in terms of some of the things that John Jay does. So he thinks John Jay will be in a good position.

President Kaplowitz said that having the flagship designation given to some of our programs would be very important to John Jay, clearly, and that there are also ways to include John Jay in cluster hirings; for example, the urban environment cluster, which is envisioned in the Master Plan, could be expanded to include criminal justice and public safety, although currently it is not presented in a way that could include our programs. She said that we do appreciate the distinguished professorship lines we recently received but added that our College has received only four cluster lines so far from among the several hundred that have been allocated in the couple of years since the cluster initiative was introduced.

Senator Amy Green asked the Chancellor if he would say more about his vision of John Jay in terms of the liberal arts. The Chancellor said he would like to see John Jay add degree programs in the liberal arts. The Chancellor said that for a baccalaureate institution to have no majors in the arts is a little crazy and so he would like to see that happen. And that is consistent, he said, with moving more toward a baccalaureate institution.

The Chancellor asked what is wrong with a student coming to John Jay who aspires to work in some of the criminal justice fields and then, for example, that student takes a course with Jerry Markowitz and is so excited by his studies that he decides he wants to be a History major, or decides he wants to be a Philosophy major. Right now that student has to then leave John Jay. Doesn't that sound wrong to you, Chancellor Goldstein asked. He added that we can not open up the spigot fully, because to do so has lots of financial implications but there are no reasons to not have some liberal arts programs.

The Chancellor said he likes competition, he thinks competition is a good thing. He said he knows there is a great history faculty here at John Jay and a great forensic psychology program but he knows very little about the [liberal] arts program here other than that John Jay has a wonderful theater, adding that in that theater something should be happening. He said he would be very receptive to hearing good proposals coming out of John Jay.

Senator Green asked if the Chancellor whether he envisions traditional liberal arts programs or unique programs. Chancellor Goldstein said that is up to the faculty of John Jay. It is up to the faculty to decide where its great strengths are and what the faculty could sell, and why the faculty think it is needed, and its intellectual energy. And its ability to do right by

students. *That* is the thing he would find most compelling; it is what he would be most touched by, Chancellor Goldstein explained.

President Kaplowitz called this wonderful news. She said many John Jay faculty agree completely with the Chancellor about this. She noted that MIT, for example, which is a highly specialized college, has wonderful majors in Literature, History, Philosophy, and many, many other liberal arts disciplines and that Baruch, as another example, with its special mission as a school of business and public affairs, has excellent liberal arts programs, including a wonderful English major, including Journalism, and excellent majors in History, Philosophy, Music, and Spanish, and so forth.

Vice President Kirk Dombrowski called the Chancellor's comments about what John Jay could do in terms of streamlining interesting, and he spoke about how really glad and excited we were to see the Senior College Allocation Model in the Master Plan because a good deal of our ability to wean our addiction to our associate degree programs is connected to having an allocation model that will bring John Jay more toward equity. Vice President Dombrowski asked if there are any other ways beyond cluster hiring that the Chancellor sees toward balancing out the historical inequities that have put John Jay in the financial position we are and have long been faced with.

The Chancellor said that what he would like to see is a really active fundraising effort at John Jay. He said he met with a group of presidents this morning. There are seven presidents whom he has asked to join with him to think through the development of a capital campaign, an endowment campaign, and he is asking them to be very bold – he said we are talking at least a billion dollar campaign. Some of the presidents are a little nervous but he is convinced that by the time this campaign is announced, CUNY will have half a billion dollars already booked, explaining that this is going back to 2002. So booking back from 2002 to 2004 about a half billion dollars will have been raised. He said when he thinks about what John Jay has contributed to that half a billion dollars President Kaplowitz said the Senate has seen the numbers and understands and appreciates what he is saying. He reported that he has just been involved with three gifts of \$50 million. President Kaplowitz congratulated him. And, he said, some presidents just announced other gifts. He had originally thought the announcement would be that we have \$400 million but, in fact, we will have about \$500 million.

Chancellor Goldstein said he thinks CUNY can meet this billion dollar goal and that John Jay has to be a part of it. He acknowledged that because John Jay is a young institution, the College probably does not have many investment bankers among its graduates, although there might be a few. Vice President Dombrowski said most of our graduates are busy chasing those investment bankers. [The Chancellor and faculty laughed.] Professor Benton said either that or they are guarding them. [More laughter.] Chancellor Goldstein speculated that there are probably John Jay graduates who are very successful lawyers, and they are among the graduates who typically make very big gifts.

But, he said, John Jay definitely has a wonderful opportunity to get huge foundation support. Huge. Better than just about any campus he can think of. It is incredible to him that the Wagner School [NYU's Wagner Graduate School of Public Service] obtained a huge grant [for Homeland Security] and John Jay obtained nothing. The Chancellor said that when he gave the charge to the Search Committee – Karen and Ned were in the room – he had told the Search Committee that he was amazed that when Secretary Ridge came to New York City that he did not stop at John Jay and say that he wants John Jay as his partner. The Chancellor said that

Secretary Ridge did *not* say, “John Jay is *the* institution, John Jay is in the City that really suffered the most, and John Jay is one of the very few colleges in the United States that really has a reputation and, therefore, I need John Jay, I need you, I need you to work with us.” Instead: nada, nothing. Something is wrong, he said. He thinks with the right kind of leadership that should turn around very quickly. So that is where he would say the opportunities are.

Professor Sandy Berger said at some of the colleges and universities big time athletics has raised huge amounts of money and suggested that this is a course CUNY might pursue sometime in the future, adding that huge amounts of money are raised through athletics that go to academic programs and he wondered if CUNY could float a basketball and a football program. New stadia are being built in the area and Madison Square Garden is nearby. Chancellor Goldstein said it is an idea that people have talked to him about but it is complex and would require a very substantial investment by CUNY but could have very substantial payoffs. It is something we should continue to talk about. In terms of priority, he said he is not saying it is at the bottom but it certainly is not at the very top. There are just so many basic things we have to get done first. But it is an interesting idea and probably has some merit, he said.

Senator Robin Whitney suggested that the Central Admissions process should be streamlined. She reported that a neighbor’s son, who would have been an out of state student here, who had not heard about his application to John Jay, which was his first choice, and so he enrolled in St. Peter’s in Jersey City. She said our Admissions staff have told her that because of attrition they expect the situation to be even worse next year and that perhaps temporary staff could be added. The Chancellor said he has not heard of such problems. But the University gets so many applicants and just by the law of large numbers there is probably more than a comfortable group of students that get lost in that shuffle. He said he would look into it to see if it is more systemic than just a maverick observation.

Senator John Matteson asked if a humanities department were intent upon establishing a new program, what specific steps institutionally would have to be taken? And, also, what can such a department do to make it as easy as possible for those steps to be taken, such as in terms of producing a plan? Chancellor Goldstein said the process is complex but basically what happens is that there is a grass root effort in a humanities department. The Chancellor explained that he does not know the structure of John Jay but that that humanities department would then have to convince the dean of the division or the dean of the school that the department is a part of that such a program is an appropriate program to have and there would have to be a business plan that would be established to talk about revenue and expenditures to ensure that the campus is out of harm’s way with respect to the business of mounting the program.

The proposal would go through the various governance groups at the College – every college governance in CUNY is organized in a different way – but when it leaves this campus, it comes to a vice chancellor at the Central Administration. In this case it would be the Executive Vice Chancellor for Academic Affairs. The incumbent Vice Chancellor, Louise Mirrer, who will be leaving very soon to head the New York Historical Society, would talk with him about the proposal and would ask him what he wants to do about it. He and the Vice Chancellor would need to be convinced that the program is well thought out, that it has a reasonable financial base supporting it, and that the quality of that program is up to the level that they would want it to be. In terms of the business plan supporting the proposed program, he and the Vice Chancellor would want to see how many faculty the College would be attracting, see who those faculty are, and see whether the College has the resources to hire the faculty needed to have a critical mass of faculty for the program.

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Once those questions are answered in an affirmative way, he would bring the program to the Board of Trustees, the Chancellor said. The Board would act on it. Then there is a whole series of other reviews that would take place at the State Education Department, but that is much more perfunctory. It is not an easy process; it is a lengthy process. The time from conception to birth could probably take upwards of a year, the Chancellor said. But, he added, he would encourage the faculty to do this. He explained that he would not say that he would like to see some additional programs at John Jay if he did not mean it.

And when the new President comes in, that President has to have some time to reflect on these matters because there are all sorts of implications; it is about resources and if this is going to take more resources and there are not new resources coming in this may be pulling away resources. As resources become available elsewhere in the system and are redeployed that always causes tension.

But that is what leadership is about, the Chancellor said. Leadership has to be able to address a challenge like that and say, “You may not be happy, but this is the right thing to do” and convince everybody that it is the right thing to do. Chancellor Goldstein added that if it is really well thought out, the faculty will have no problem with him. He said he would be the faculty’s advocate.

Professor Jerry Markowitz said that as an historian he can not help but reflect on what the situation at the University was like before Dr. Goldstein became Chancellor, including the constant assaults that were being made on the University and how Chancellor Goldstein has turned that around. Professor Markowitz said the way the University is viewed these days is a sea change from the way it was viewed before he became the chancellor.

Professor Markowitz also recalled how Chancellor Goldstein had helped John Jay when the College was facing grave financial problems three years ago when he came to our Faculty Senate and challenged the College to get its financial house in order. “And you met that challenge,” Chancellor Goldstein replied. Professor Markowitz called that a sobering time for us and he asked the Chancellor his sense of the New York State Legislature as the University is coming into the budget season; what kind of a budget does the Chancellor see for the University, he asked.

Chancellor Goldstein thanked Professor Markowitz for his kind words and said that whatever changes have occurred at this University it was truly a collaborative effort by a *lot* of hard working people from all levels of the University. It is fine to pick one or two people and say it is because of those one or two but the fact is it is the result of a lot of people working very hard together.

As for the budget, he said next year the University will have stability – whenever we get a budget, that is. He explained he had been prepared to bet that we would have had a budget already. But the CFE [Campaign for Fiscal Equity, the lawsuit to reform NYS’s school finance system to provide equity for NYC’s public school students] is still problematic. But eventually, Chancellor Goldstein said, we will get a budget. He added that there is not going to be a tuition increase but that there may be some adjustments made on tuition for graduate programs, that is, for some programs that want that to happen and commitments had already been made last year to do that. And so we will have stability, he said.

Chancellor Goldstein added that he does worry about the subsequent year because there

is still so much uncertainty in the world in which we are living and that uncertainty is reflected in the financial markets. If the financial markets are not going to continue to percolate, they will not generate the revenue that we are going to need in this State. Secondly, everybody in the Legislature – almost everybody – is up for reelection and so nobody likes to upset things in an election year but then everybody is elected in November and the CFE [Campaign for Fiscal Equity] is going to rear its head in ways that can only compromise our University's ability to get the resources that we need. So he worries about that.

The thing that he worries about most is slippage from the good work that the University has experienced. He said you start with a vision and a commitment and then you establish a process, a management process, to make things happen and that is what he has been involved in for five years. That management process is a political process: it is persuasion, it is good thinking with the best people you can get in a room in order to figure out how you can create structures and make plans and then you start to see things flower. You think things are great.

But, the Chancellor said, if he were to turn his back 180 degrees for a short time there would be slippage because there are a lot of people who do not want to see the kinds of reforms that have taken place. He said he was on the phone today screaming – he will not say with whom – but they were some legislators who were putting together a bill that would have terribly compromised this University.

And so there are people – in this University and outside this University – who are acting in ways that he thinks will compromise our ability to keep moving in the right direction. And so he worries about that kind of thing. He added that the University is creating new systems and putting those systems in place to manage this and to watch the shop through lenses that will give us early warning if things are beginning to slip. The University is a big and complex place. This coming year he thinks we will be fine. But he can promise that next year when the Governor comes out with his budget: watch out. But for the next several months we can breathe a little easy.

Senator Marvie Brooks spoke about the John Jay Library's Special Collections and asked whether money will be made available to care for and expand important collections. Chancellor Goldstein said he is about to recommend a new Chief Librarian for the University – he is fairly certain he will be making the recommendation to the Board this month – and he will be looking for that Chief Librarian to set the tone for these kinds of things. We can not have a great University without a great library but that does not necessarily mean having books. He recalled that he used to love to get lost in the stacks at City College but noted there was no technology in those days; now access to wonderful collections can be provided through technology – we just have to know how to access those collections and provide the financing to do so. Chancellor Goldstein said that we do not necessarily have to have the periodical or book on a shelf and he would be looking for this new Chief Librarian to help advise on this.

Professor Brooks said she is particularly interested in special collections, in archival holdings. Chancellor Goldstein said he is negotiating for a major collection right now for the University and acknowledged that every time a college is successful in getting a collection a large monetary cost is involved because an archivist is needed and other resources are needed that we do not have.

Chancellor Goldstein expressed his regret that he had to leave at this time to attend another meeting across town. President Kaplowitz thanked him for accepting the Senate's

invitation. The Senate applauded the Chancellor.

2. New business

A discussion of Chancellor Goldstein's comments took place following the Chancellor's departure.

Professor Sandy Berger said the Chancellor's desire that John Jay give up its monopoly on its associate degree programs in criminal justice is a Catch-22 because John Jay would then lose the uniqueness of our degree programs which makes our College distinctive and the size of our freshman class would shrink drastically.

Professor Ned Benton said there are risks in shrinking the associate degree programs, but his view is that shrinking the programs is inevitable and that what we have to focus on is how to shrink the programs with the least damage to us as a College.

Senator Tom Litwack said one way to do what the Chancellor wants without ending our monopoly on associate degree programs would be to raise our admission standards. He also said it would be counterproductive for the faculty to make long-range plans before the new president is in place, because the University needs to give us better funding in order for John Jay to implement long-range reforms and to survive, and only the new president can get those funds.

Senator P. J. Gibson said if we were to give up our monopoly and reduce the size of our associate degree programs we would be putting ourselves in danger of losing many, many students and we need to have a plan in place to counterbalance such a loss.

Several Senators and other faculty suggested as one way of possibly doing what the Chancellor is proposing while protecting the College is to become a partner with some or all of the CUNY community colleges by having our faculty advise those colleges as to how they should establish criminal justice associate degree programs; in this way, the community colleges could prepare the students for baccalaureate study and advise them to continue their baccalaureate degree studies at John Jay.

Professor Chevy Alford said John Jay is being asked to give up students but she is not hearing about other *CUNY* colleges being asked to give up their students. There are faculty at John Jay who want programs to be started in forensic social work and forensic accounting, and yet Hunter has a monopoly on social work and Baruch has a monopoly on accounting.

Professor Fred Palm said he did not hear the Chancellor promise us the funding we would need to accomplish his goals. Professor Benton suggested that is because it is not a matter of new dollars but of reallocating the dollars we already have.

Senator Amy Green said that shifting our emphasis from associate to baccalaureate programs could only be good for us academically, but our new president has to make sure that the Chancellor is going to provide us with a safety net so that making these changes does not cause us harm.

Senator Desmond Arias said that John Jay cannot be the college we all want it to be if we

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continue our current pattern of having a majority of entering students in associate degree programs.

Professor Harold Sullivan said it makes sense to him to move toward having academically underprepared students take their associate degrees at community colleges and then come to John Jay to study for their baccalaureate degrees.

President Kaplowitz said we have to gather and analyze the admissions, retention, and graduation data, and the academic profiles of our students, and the budget implications of each possible action. She said that this is clearly one of the major topics we will want to speak with the new President about when his tenure as president begins.

By a motion made and carried, the meeting ended at 5:15 pm.

Respectfully submitted,

Edward Davenport
Recording Secretary

&

Amy Green
Executive Committee Member-at-Large

&

Desmond Arias
Senator

CHANCELLOR MATTHEW GOLDSTEIN

Dr. Matthew Goldstein was appointed Chancellor of the City University of New York, effective September 1, 1999. He is the first CUNY graduate to lead the nation's most prominent urban public university (City College, Class of 1963).

Dr. Goldstein has served in senior academic and administrative positions for more than twenty years, including as President of Baruch College, President of the Research Foundation, and Acting Vice Chancellor for Academic Affairs of CUNY. Prior to being named Chancellor, he was President of Adelphi University.

Dr. Goldstein earned his doctorate from the University of Connecticut in mathematical statistics, and a bachelor's degree in statistics and mathematics from The City College of the City University of New York.

He has held faculty positions in mathematics and statistics at Baruch College, the CUNY Graduate School and University Center, Polytechnic University of New York, Cooper Union, Eastern Connecticut State University, and the University of Connecticut.

He is the co-author of three books: Discrete Discriminant Analysis, published by John Wiley & Sons in 1978; Intermediate Statistical Methods and Applications, published by Prentice Hall in 1983; and Multivariate Analysis, published by John Wiley & Sons in 1984. In addition, he has written many articles for leading scholarly publications in mathematics and statistics.

Currently, Dr. Goldstein is a member of the Board of Trustees of the JP Morgan Funds, the Albert Einstein School of Medicine and of the Bronx-Lebanon Hospital Center; a Director of New Plan Excel Realty Trust, Inc., National Financial Partners (NFP), the Lincoln Center Institute for the Arts in Education, the Jewish Community Relations Council of New York, Inc., and the United Way of New York City. He is a former Director of Audits and Surveys Worldwide and of Health-Chem Corporation.

Dr. Goldstein has served on many boards and committees, including:

- The New York Administrative Committee of Fleet National Bank
- Governor George E. Pataki's Advisory Committee for the Rivers Institute
- Senator Charles Schumer's Blue-Ribbon Task Force on NYC Commercial Space
- The New York State Education Commissioner's Advisory Council on Higher Education
- The American Association of State Colleges and Universities' Committee on Policies and Purposes
- The Research and Development Subcommittee for the Governor's Conference Committee on Science and Technology
- Governor-Elect George E. Pataki's Higher Education Transition Task Force
- The Advisory Council on Economic Information and Research of the New York State Department of Economic Development
- The New York State Senate Higher Education Committee's Advisory Committee
- The Board of Directors and Research Policy Committee of the Council on Research and Technology
- The New York City Partnership's Technology Executive Council
- President of the New York Chapter of the American Statistical Association.

Among his honors are the Jewish National Fund Tree of Life Award, the Townsend Harris Medal, the Lower East Side Multicultural Festival 2001 Liberty Award for Distinguished Accomplishments in the Field of Education, the Italo-American Associations' Leadership in Education and Public Service Award, the 2002 Ellis Island Medal of Honor, and the 2003 Max Rowe Educational Leadership Award of the American Friends of The Open University of Israel. He is a member of Beta Gamma Sigma and the Golden Key Honor Society, and a Fellow of the New York Academy of Sciences.

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